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The Mediating Role of Job Satisfaction in the Relationship between Perceived Union Instrumentality and Workplace Deviance: Does Industrial Relations Climate Matter?

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Abstract

The harmful effects of workplace deviance constitute a significant concern on a global scale. However, it is alarming the scope it has assumed among Nigerian academics. This study aimed to investigate the influence of perceived union instrumentality on workplace deviance and whether the industrial relations climate can moderate the relationship. The study drew from exit-voice and social exchange theories to achieve the research objectives. In a cross-sectional design, data from 211 academics from federal polytechnics in Northwestern Nigeria were analysed using Partial least square-structural equation modelling (PLS-SEM). The results indicated that perceived union instrumentality significantly and negatively affected workplace deviance. As expected, job satisfaction was found to mediate the relationship between union instrumentality and workplace deviance. Similarly, the industrial relations climate was found to moderate the relationship significantly and negatively between union instrumentality and workplace deviance. The study bridges significant theoretical gaps in the literature by using exit-voice theory and social exchange theory to explain employees' deviant behaviour. Moreover, exploring the mediation mechanism by which perceived union instrumentality influences workplace deviance helps close critical knowledge gaps in labour relations and deviant workplace behaviour literature. The result suggests that Government and management of Nigeria's higher education institutions need to address the rising incidence of workplace deviance by accommodating the demands of labour unions and fostering harmonious labour relations. However, the cross-sectional design of this study and the fact that only federal polytechnics were used as samples limit the findings' generalizability. Other implications and recommendations for future research were discussed.

Keywords: Workplace Deviance, Union Instrumentality, Job Satisfaction, Industrial Relations Climate.

Introduction

It is hardly surprising that workplace deviance (WD) has received so much attention in the literature (Baharom et al., 2017). Researchers' concerns may be linked to this because of its rapid development and potential effects (Lugosi, 2019; Tanyolac, 2020). Although the topic of WD is not new (Robinson & Bennett, 1995), the factors contributing to this type of conduct constantly evolve as time and circumstances change (Baharom et al., 2017; Miraglia & Johns, 2021). According to Akanni et al (2019), public and private organisations worldwide deal with WD. Otherwise known in different terminology (Adeoti et al., 2021)

Workplace Deviance can be defined as behaviour that goes against established policies and procedures and threatens the organisation's success and the interests of its stakeholders (Marasi et al., 2018). It is categorised into organisational and interpersonal deviances. Table 1 highlight the categories and types of WD. Organisational deviance has a particularly negative impact on organisations (Lugosi, 2019). Fraud and employee theft are some of the common WD in the western world, and the high financial cost it causes to businesses runs in trillions of dollars annually (ACFE, 2016; Baharom et al., 2017; Tanyolac, 2020). However, interpersonal deviance is also deleterious to an organisation (Michalak & Ashkanasy, 2020). Cases of sexual harassment in the workplace are particularly alarming (Acquadro et al., 2022; Pitot et al., 2022). For example, according to surveys in the United Kingdom hotel industry, 89 per cent of respondents said they had experienced one or more incidents of sexual harassment, and supervisors have sexually harassed 66 per cent of female restaurant employees and more than half of male restaurant employees (Sherwyn & Wagner, 2018).

Similarly, recent studies on WD in Nigerian literature have shed light on the worldwide crisis of employee misconduct (Adeoti et al., 2021; Oyeoku et al., 2022). Sexual harassment, also known as "sex for a grade," is a severe issue in Nigerian universities, and the vast majority of media coverage and scholarly investigation of these incidents focus on faculty members (Bell & Soyinka, 2020; Ijtona et al., 2018; Olufemi, 2020; Oyeoku et al., 2022). The leading causes of the WD in Nigeria and how to address it remain a mystery

Across cultures and contexts, organisational/situational and personality-related characteristics have been associated with employee misbehaviour (Baharom et al., 2017; Lugosi, 2019). However, the evidence suggests that businesses are more susceptible to situational influences since employee conduct responds to emotionally charged conditions at work (Chand & Chand, 2014.). Furthermore, recent works of research have demonstrated that WD is an emotional response to the current organizational climate, Job satisfaction (JS), and perceived organisational support (Chen et al., 2016; Othman et al., 2022). Therefore, factors related to these need to be given scholarly attention to get a deeper understanding of WB. For instance, perceived union instrumentality and industrial relations climate (IRC) are indispensable and well-established factors that exert a significant impact on employee job attitudes (Dhammika, 2015; Dunmade et al., 2020; Ifeoma et al., 2022; Newman et al., 2019), but little is known about how these factors relate to WD among the Nigerian high schools' academics whose working conditions are to a large extent determined by the activities of labour unions and the prevailing IRCs in their respective schools (Dunmade et al., 2020; Olonade et al., 2020).

Through the lenses of two different theories: The Exit-Voice Theory (EVT) (Freeman, 1980) and Social Exchange Theory (SET) (Blau, 1964), we investigate the mediating effects of JS in the relationship between perceived UI (Valizade et al., 2016), and WD. In addition, the current study investigates whether labour relations climate (Deery & Iverson, 2005) can moderate the relationship between perceived UI and WD. By validating these two theories in the

Nigerian educational context, this study uniquely contributes to the domain of WD and industrial relations literature. It practically assists in addressing the tumultuous IRCs of the Nigerian education sector (Oladosu, 2022).

Literature Review and Hypothesis Development

Workplace Deviance

In the workplace, deviance has been defined by Robinson and Bennett (1995) as "voluntary behaviour that violates significant organisational norms and, as a result, endangers the well-being of an organisation, its members, or both" (p. 556). According to Gruys and Sackett (2003), WD includes attacks on a company's legitimate interests. Categorisation and types of WD, according to Robinson and Bennett (1995), have been encapsulated in Figure 1.

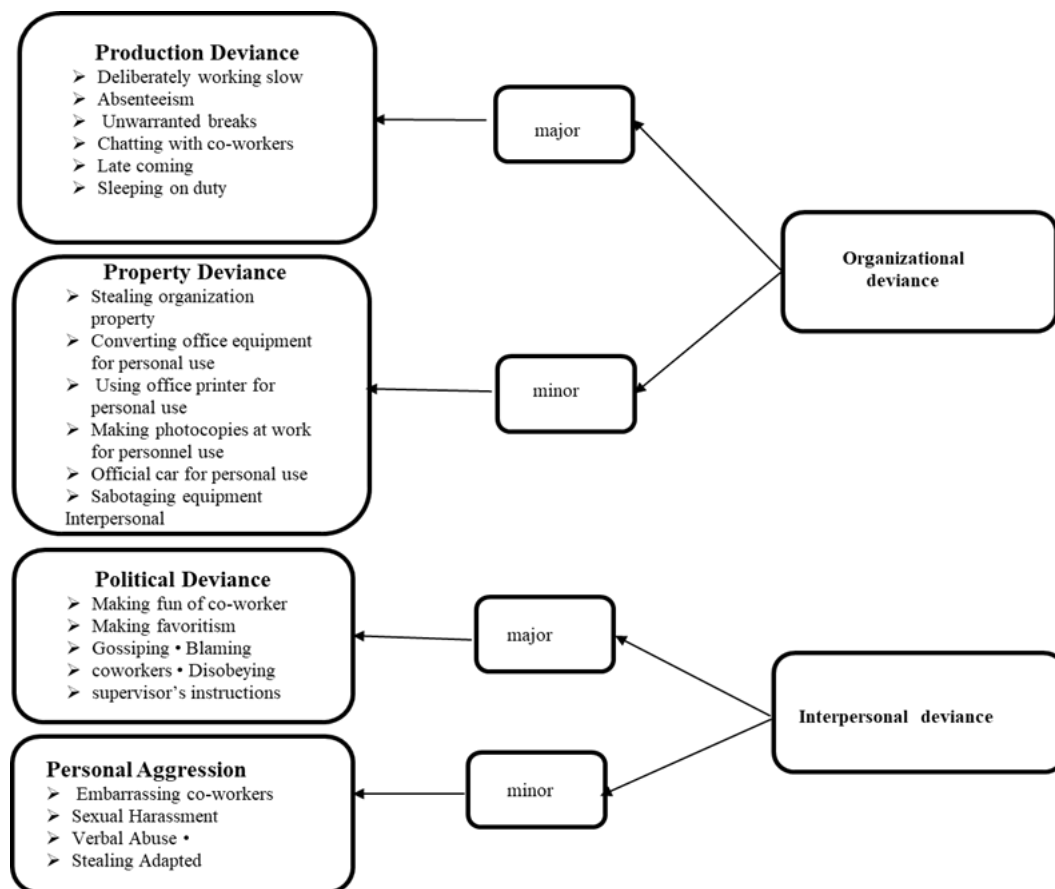


Figure 1: WD classification, adapted from Robinson and Bennett (1995).

Perceived Union Instrumentality and Workplace Deviance

The term "labour union" can be defined in various ways depending on the context and antecedents (Adeniji, 2015). Unions can be seen as economic organisations that negotiate routine terms and conditions of employment or as fighting organisations that face employers in a struggle between antagonistic classes (Adeniji, 2015; Freeman, 1976). Different employees are drawn to unionism in different ways. Some employees join labour unions because of their ideologies (Tripti & Ginni, 2015) and others because of their perceived instrumentality (Shan et al., 2016). UI has been defined as an employee's calculative or utilitarian connection with the union based on the employee's cognitive appraisal of the

advantages and costs of union representation (Newman et al., 2019; Shan et al., 2016; Zacharewicz et al., 2016). According to Tripti and Ginni (2015), UI is the perceived advantage of union membership on traditional work conditions, such as salaries and fringe benefits, as well as non-traditional work conditions, such as JS etc.

Prior studies have established a connection between union activities and other positive and negative behaviours, such as increased productivity, absenteeism and turnover (Erlina & Hakimah, 2020; Kim, 2019; Laroche, 2020). These and similar studies have found that active union membership facilitates collective bargaining, which improves working conditions, fringe benefits, job satisfaction, and employee or organisational commitment, and, as a result, lowers turnover intentions, absenteeism, and other unproductive behaviour (Deery et al., 2014; Olonade et al., 2020; Zacharewicz et al., 2016).

Moreover, Job security is also a key component of collective bargaining and a by-product of union instrumentality, in addition to the discussions on better working conditions (Erlina & Hakimah, 2020; Newman et al., 2019). It has been reported that employees with little job security experience dysfunctional reactions due to their feelings of uncertainty and helplessness in managing their work environment (Tian et al., 2014). On the other hand, employees with a job they can count on may experience feelings of support from their union and the organisation's reciprocal response through citizenship behaviour (Newman et al., 2019). Conversely, Kim (2019) reports that union and negative behaviour are positively correlated since union members misbehave because they have their union's protection from disciplinary action. However, the current study will draw support from the SET (Blau, 1964), which suggests that a worker who receives organisational support will be highly contented with his job and will reciprocate with positive behaviours (Cropanzano & Mitchell, 2005; Kim et al., 2016; Tian et al., 2014).

Similarly, according to Li and Zeng (2019); Newman et al (2019), employees who perceive high levels of UI are more likely to feel supported, assess their job positively, contribute more to the organisation's goals, and are less likely to participate in unproductive activities. These findings corroborate EVT (Freeman, 1980), which states that when a union serves as an agent for transmitting the voice of workers' discontents at work, mediating between employers and workers, and improving working and employment conditions, it reduces workers' exit behavioural intentions such as turnover and absenteeism. Based on the above empirical findings and theoretical postulations, it could be hypothesised that:

H1 Union instrumentality is negatively associated with workplace deviance.

Union Instrumentation and Job Satisfaction

Many empirical studies have found a direct correlation between UI and JS among unionised workers (Benitez, 2020; Hipp & Givan, 2015; Shan et al., 2016). Various of these studies found a link between unionism and some measures of job satisfaction, albeit the connection is dependent on the labour relations climate (Donegani & McKay, 2012; Laroche, 2020) and the strength of the relationship, which, according to Hipp and Givan (2015), varies by country. While results vary by country, an analysis of 18 countries that took part in the large-scale European Social Survey between 2006 and 2010 found that trade union members typically express higher rather than lower JS than nonunion members and that as a result of unionism and the collective bargaining process, job security, job satisfaction, and public value increase, while voluntary turnover decreases (Budd, 2014; Donegani & McKay, 2012). In more clear and unambiguous study findings, Donegani and McKay (2012); Dunmade et al (2020); Olonade et

al (2020) demonstrate that unionism through the collective bargaining process considerably and positively leads to JS among unionised employees. These findings support the significant tenets of SET, which states that when employees perceive a high level of organisational support (courtesy of a positive work environment), they are more likely to reciprocate by developing higher levels of positive job attitudes, such as JS organisational commitment (Blau, 1964; Eisenberger et al., 2001). Accordingly, if unionization is successful, a member's relationship with the employer and the union is characterised by a sense of organisational support and job satisfaction, as well as a willingness to reciprocate in the form of positive citizenship behaviour and a desire to keep the connection going. Based on the preceding, it could be hypothesised that:

H2 Union instrumentality is positively related to job satisfaction

Job Satisfaction and Workplace Deviance

Job satisfaction is a broad phrase that refers to people's sentiments and values about their occupations and the environments in which they work, motivating them to do their best work (Afif, 2018). Locke (1969) defined JS as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (p. 316). JS is a two-dimensional concept that encompasses both intrinsic (internal) and extrinsic(external) influences. Extrinsic sources of satisfaction are situational and dependent on the environment, such as pay, promotion, job security and autonomy. At the same time, extrinsic factors are individual characteristics such as negative affectivity, the ability to use initiative, and relationships with supervisors and co-workers (Chiedu et al., 2017).

As a job attitude, JS has a significant influence on employee behaviour. Employees with a good attitude about their jobs are more likely to engage in productive work behaviours (Saridakis et al., 2020; Yucel, 2012). On the other hand, Unfavorable work attitudes may lead to hostile work behaviours such as poor job performance and undesirable behaviours (Balogun et al., 2016). Moreover, according to empirical analysis, dissatisfaction at work may have several negative repercussions on employees' job and behavioural outcomes, including a decreased desire to work and poor performance, as well as tardiness and early exit (Chen & Wang, 2019). Consequently, prior researchers have shown that job dissatisfaction is a significant predictor of employee unproductive behaviour (Ahmad & Omar, 2014), while JS leads to citizenship and productive behaviour (Shrestha & Bhattarai, 2022). The critical assumptions of the SET lend credence to these arguments (Blau, 1964). According to this theory, high levels of job satisfaction and organisational dedication can be attributed to a favourable exchange relationship (Kim et al., 2016; Wu et al., 2020). At the same time, negative attitudes and behaviours at work are caused by poor and unpleasant working relationships (Di Stefano et al., 2019). Accordingly, Brahmanna and Dewi (2020) used SET to evaluate the impact of job insecurity, remuneration, and JS on employee turnover intention in recent research. The research concluded that employees who feel less secure in their positions and are dissatisfied with some parts are more inclined to quit in retaliation. Other empirical study findings imply that delighted workers are more likely to be loyal to their employer than unsatisfied employees, which minimises employee turnover and withdrawal while also enhancing job performance (Saridakis et al., 2020; Yucel, 2012). Against this background, it is hypothesised that

H3: Job satisfaction is negatively related to workplace deviance.

Job Satisfaction as a Mediator

Previous studies show that the more employees perceive UI, the more contented and productive they become, and the less likely they are to engage in undesirable work habits like excessive absences and a high desire to leave (Erlina & Hakimah, 2020; Shan et al., 2016; Tripti & Ginni, 2015). Accordingly, a recent study reaffirms that workplace morale reduces turnover and absenteeism (Hadjira et al., 2022), which according to Donegani and McKay (2012), negatively correlated with union-negotiated beneficial working conditions. Employees who believe their union has their back have a more positive attitude and are less likely to quit or absent from work (Goeddeke & Kammeyer-Mueller, 2010; Shan et al., 2016; Tripti & Ginni, 2015). It can therefore be hypothesised that

H4: Job satisfaction mediates the relationship between perceived union instrumentality and workplace deviance

Industrial Relations Climate as Moderator

IRC is a subset of an organisational climate. It refers to the environment, conventions, attitudes, and behaviours that reflect and underlie how employees, unions, and management engage with one another in the workplace, affecting workplace outcomes (Newman et al., 2019; Pyman et al., 2010; Valizade et al., 2016). In other words, it reflects the quality of a company's union-management interactions. A favourable industrial relations atmosphere is required for effective human resource utilisation and maximum organisational output (Dastmalchian et al., 1989; Ifeoma et al., 2022).

Previous research has demonstrated that a friendly labour relations atmosphere can promote job security, avoiding overwork and salary decreases (Deery & Iverson, 2005; Valizade et al., 2016). Consequently, researchers have discovered a link between the state of labour relations and employee attitudes as well as behavioural outcomes (Erlina & Hakimah, 2020; Newman et al., 2019; Pyman et al., 2010). Specifically, empirical evidence show that a cooperative labour-management relationship positively impacts organisational outcomes such as organizational-level productivity and citizenship behaviour (Newman et al., 2019; Pyman et al., 2010). For example, Deery and Iverson (2005); Pyman et al (2010) discovered that management-union cooperation resulted in higher productivity and improved customer service among the branches of a large multinational Australian bank, with the union's ability to exploit the management-union cooperative atmosphere to negotiate good pay and other fringe benefits being the critical factor in controlling WD (Ifeoma et al., 2022). There is also solid evidence that the efficacy and amount of perceived union instrumentality and its potential to impact members' work and behavioural outcomes are highly dependent on the current IRC (Hipp & Givan, 2015; Olonade et al., 2020). As a result, we propose the following hypothesis:

H5: Industrial relations climates will be negatively related to workplace deviance

H6: The Industrial relation climate will moderate the negative relationship between union instrumentality and workplace deviance so that the relationship will be more assertive in a cooperative industrial relations climate.

The proposed research model for the current study, shown in Figure 2, depicts the proposed relationship between the essential constructs congruent with the EVT and SET.

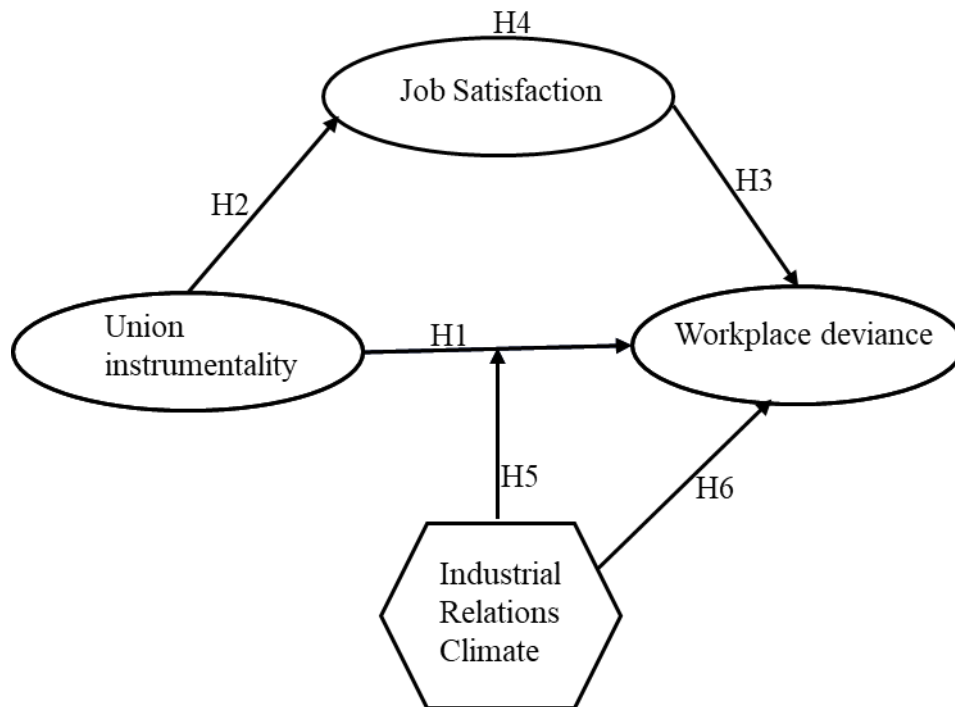


Figure 2: A research framework

Method

Sample and Procedure

This study's overarching goal is to learn more about the connections between academics' perceptions of UI and WD. Covid-19 pandemic travel restrictions necessitated the use of a web-based survey to obtain cross-sectional data from a convenience snowball sample of 211 respondents representing 3085 faculty members at several selected Federal polytechnics in Northern Nigeria. Federal polytechnics were picked for their national perspective and representativeness (Majekodunmi, 2013). Second, as we are examining the relationship between perceived UI and WD among intellectuals, it is challenging to directly quantify deviant behavior because employees are hesitant to admit their deviant behaviors at work if their responses are not fully anonymous. We used the snowballing strategy, which enables referrals from people who share a certain trait of research interest with the target group, to increase the reliability and accuracy of the responses (Berndt, 2020).

In line with any research involving human participants, ethical considerations were taken care of in this research (Adeoti et al., 2021). Therefore, before agreeing to participate in the study, the participants were informed that participation was completely optional and that they might opt out at any moment throughout the survey. They were also given assurances that their privacy would be maintained. In the sample aprofile, most of the participants were men (71.6%), the average age was in the middle 30s, 83.7% were married, 63.6% had been working in academia for more than ten years, and nearly 50% held at least a master's degree. Faculty members from all levels were included in the sample, from chief lecturers/instructors to assistant lecturers/instructors. The variables of interest were measured using well-validated, widely used instruments.

Constructs and Measures

The WD (dependent variable), UI (independent variable), JS (mediator variable), and IRC (moderator variable) were all measured using a 5-point Likert scale, with "1" indicating "strongly disagree" and "5" indicating "strongly agree." To ensure the suitability and content validity of the construct measures for the study context, four subject matter experts gave a non-statistical assessment of the instruments, and their observations were noted. In addition, we drew from Amin et al (2018a), to carry out a pilot study involving 20 academics from one of the Federal polytechnics in Northwest Nigeria, in which the reliability and validity of the scales were further confirmed.

WD was measured with Bennett and Robinson's (2000) well-validated scale of workplace deviance that measures organisational and interpersonal deviance with reliabilities of 0.81 and 0.78, respectively. However, we used the WD scale's composite measure based on Dalal's (2005) justification. Furthermore, based on the assessment of the research specialists only 16 out of the 19 original scale were found appropriate for measuring WD in the Nigerian higher education institution sector (Adeoti et al., 2021). Some items like "dragged out work in order to get overtime" were inappropriate and hence discarded.

The eight items from Shan et al (2016) measured UI as an independent variable. The study questions ask about the extent to which unions defend employees against unfair treatment and discretionary acts, as well as the improvement of working conditions, salary, and wage benefits. "The union can safeguard me from unfair treatment" is the example of items used. The reliability factor of the items was greater than 0.7, indicating that the construct was valid (Hair et al., 2020). Other studies, like Newman et al (2019) used the same measure with a good reliability factor.

JS was measured using a five-item short measure of overall job satisfaction. The original scale of JS was developed with 18 items as a self-report psychometric tool by Brayfield and Rothe (1951), but a simplified version with only five items had been proposed (Eid & Larsen, 2013; Judge et al., 2000). "I feel fairly well satisfied with my present job" is an example of one of these items. We chose the global measure since it concerns an individual's overall JS rather than specific aspects (Wanous et al., 1997). Other works of research, such as Yücel (2012) and Sinalval and Marôco (2020), used the reduced five items version and found reliability factors of 0.85 and 0.89, respectively.

The moderator variable's measure is based on the Dastmalchian et al. (1989) scale. In a recent study, Newman et al. (2019) and Deery et al. (2014) both validated this scale. "In this organization, joint management-union committees achieve definite results" and "The union and management work together to make this a better place in which to work" are examples of the adopted items. The items assess the atmosphere of industrial relations, including management-union collaboration and a perception of fairness in management dealings. Newman et al. (2019) is one of the most recent studies to employ the item, with a Cronbach's alpha coefficient of 0.86.

Results

Partial Least Squares (PLS) was chosen for analysis using Smart PLS 3.2.7 because it is frequently employed in research on organizational behavior and human resource management (Adeoti et al., 2021; Newman et al., 2019; Shan et al., 2016). In order to evaluate both the measurement and structural models, we opted for a structural equation modelling (SEM) approach rather than a regression analysis. Furthermore, there were three main factors that led us to select the variance-based PLS implemented in Smart PLS 3.2.7 over the

covariance-based structural equation modeling in AMOS or LISREL. First, a more sophisticated method of multivariate data analysis was required for the present study model due to its slightly complicated interactions. PLS-SEM is more appropriate when models are complicated, increasing the likelihood of model convergence when analyzing a high number of observable and/or latent variables (Hair et al., 2020). Second, PLS-SEM is effective with complicated models, especially when a theory is not fully formed, and it makes few if any assumptions about the underlying data, such as the shape of the distributions (Bashir et al., 2019). Also, PLS-SEM often achieves high levels of statistical power with small sample sizes, and there is no identification problem even with very small samples (Hair & Alamer, 2022; Hair & Sarstedt, 2019).

Measurement Model

Assessment of the measurement model clearly involved the evaluation of the reliability and validity of the study measures among others (Hair et al., 2020). The reliability of the constructs was evaluated using Cronbach's Alpha, rho-A, and composite reliability. According to Table 2, statistics for both were higher than the advised threshold of 0.7 (Hair & Alamer, 2022). It therefore suggests high reliability (Henseler et al., 2016). Whereas indicator reliability was measured on the basis of outer loadings. According to some psychometricians' recommendations, such as Churchill's (1979) to remove reflective indicators from measurement models if their outer standardized loadings are smaller than 0.60, the following variables were eliminated from the analysis: WD01, WD02, WD03, WD13, WD14 (from WD), UI03 (from Union Instrumentality), JS03 and JS05 (from Job Satisfaction), and IR03 (from IRC Constructs). Except for WD04, WD05, WD16, and IR05 which were retained, all the constructs' indicators have good factor standardized outer loadings. Their retention, despite their low loadings, was justified because their removal would not have significantly increased the composite reliability and Average Variance Extracted (AVE) because the constructs' values were already above the suggested threshold (Hair et al., 2020).

On the other hand, convergent validity and discriminant validity were used to evaluate the constructs validity. Convergent validity is the level of agreement between two or more measurements of the same theoretical construct evaluated using various methodologies (Adeoti et al., 2021). By looking at the AVE for each latent construct, convergent validity was assessed. The AVE for each latent construct should be 0.50 or higher (Hair et al., 2020). As shown in Table 2, the AVE for each latent variable was greater than 0.50, demonstrating sufficient convergent validity.

When a theoretical construct differs from another, it is said to have discriminant validity (Hair et al., 2014). Discriminant validity is established when the within-construct variance (AVE) surpasses the between-construct variance (Henseler et al., 2015). According to Hair et al. (2020) recommendations, we assessed the discriminant validity using the Fornell-Larcker criterion (Fornell & Larcker., 1981) and the Heterotrait-Monotrait ratio-HTMT (Henseler et al., 2015). Table 3 displays the comparison between the square roots of AVEs for each latent construct and the correlations between latent constructs, showing that the square roots of AVEs were higher (Hair et al., 2017). This confirms that all the constructs in the model are distinct from one another. Additionally, HTMT results in Table 4 show that all the values have fallen below the recommended 0.85 cutoff ratio, supporting the model's discriminant validity (Henseler et al., 2015).

Structural Model

After the goodness of measurements of the model was ascertained, the next level was to analyze the structural model, i.e., evaluating the predictive capacities and the interrelationships (paths) between the latent constructs (Hair & Alamer, 2022). The structural model was evaluated based on the significance of the structural path coefficients; coefficient of determination (R^2); the predictive capacity of PLS-SEM estimations at the construct level (Q^2); and model fit using standardized root mean square residual (SRMR)(Hair et al., 2020; Henseler, et al., 2016).

Table 2
Scale Reliability Test Results

Constructs	Items	Loadings	Alpha	rho_A	CR	AVE
Union instrumentality			0.945	0.953	0.955	0.752
	UI02	0.846				
	UI03	0.913				
	UI04	0.941				
	UI05	0.827				
	UI06	0.895				
	UI07	0.847				
	UI08	0.792				
Job satisfaction			0.901	0.906	0.938	0.835
	JS01	0.913				
	JS02	0.939				
	JS04	0.89				
Industrial relations climate			0.876	0.995	0.912	0.732
	IR01	0.966				
	IR02	0.964				
	IR04	0.903				
	IR05	0.500				

Workplace deviance		0.907	0.937	0.923	0.529
	WD04	0.531			
	WD05	0.532			
	WD06	0.641			
	WD07	0.751			
	WD08	0.634			
	WD09	0.863			
	WD10	0.818			
	WD11	0.854			
	WD12	0.857			
	WD15	0.817			
	WD16	0.577			

Table 3
Discriminant validity (Fornell-Larcker criterion)

	IR	JS	UI	WD
IR	0.856			
JS	0.558	0.914		
UI	0.397	0.414	0.867	
WD	-0.321	-0.34	-0.368	0.727

Table 4
Discriminant validity (Heterotrait-Monotrait ratio HTMT)

	IR	JS	UI	WD
IR				
JS	0.624			
UI	0.405	0.444		
WD	0.306	0.353	0.387	

We started with the collinear assessment of the structural model in order to solve the multicollinearity problem. Except for three variables (IRC01, IRC02, UI01, UI02), results indicate that the VIF effects of predictor variables in the model are below the conservative limit of 3.0, indicating the absence of multicollinearity concerns (Hair et al., 2020). Next, following Hair and Alamer (2022), the blindfolding procedure was used to simultaneously evaluate the prediction validity and relevance of the model. Table 5 demonstrates that the direct effect model explained 18 percent of the total variation in WD and 17 percent of the total variance in JS. Predictive accuracy was tested using the coefficient of determination (R^2)

and predictive relevance was evaluated using the Q^2 value. Table 5 further shows that the Q^2 values for WD and JS were 0.14 and 0.087, respectively. The findings reveal that all R^2 values are more than 0.1. The prediction accuracy was therefore determined (Hair et al., 2017). Additionally, Q^2 values greater than zero are significant for determining predictive capacity, but values lower than zero imply a lack of predictive relevance, according to (Hair et al., 2020). Both Q^2 values were more than zero, indicating that the model's predictive power is sufficient (Henseler et al., 2009). The overall findings demonstrate that the constructs' predictive power is significant (see Table 5). Furthermore, SRMR was used to evaluate the model's fit. As shown in table 5 the model had a decent match, as evidenced by the (SRMR) value of 0.068 that was established (Henseler et al., 2016).

Additionally, 5000 bootstrap samples and 211 samples were used in a typical bootstrapping process to assess the significance of the path coefficients (Henseler et al., 2015). According to the findings of the structural path coefficients. All the hypothesized associations were found to be statistically significant, as shown in Table 5. The model's analysis indicates that H1 has been supported by a significant link between the components ($\beta = -0.274$, $t = 3.591$, $p < 0.001$). This implies that UI has a negative, direct impact on employees' WD. The outcome likewise shows a statistically significant positive correlation between UI and JS ($\beta = 0.414$, $t = 5.707$, $p < 0.001$) supporting H2. Additionally, the outcome in Table 5 demonstrates that we have discovered evidence to support H3, which postulated a substantial negative association between JS and WD ($\beta = -0.093$, $t = 2.596$, $p = 0.001$).

According to the mediation analysis shown in Table 6, the direct impact of UI on WD was significant and predicted WD in a negative way ($\beta = -0.274$, $t = 3.591$, $p < 0.001$) without the mediator variable. when the mediating variable (JS) was introduced. the impact of UI on WD was equally significant ($\beta = -0.368$, $t = 5.020$, $p < 0.001$) and negatively predicted WD even more significant than when the mediator variable was not included. Significant results were observed for the indirect impact of UI on WD through JS (Mediator) ($\beta = -0.093$, $t = 2.592$, $p = 0.005$). The mediation result shows that the indirect impact of UI on WD via JS was identified as significant and predicted WD in a negative direction, supporting H4. This demonstrates that JS is partially a mediator in the connection between UI and WD.

Regarding the moderating effects, the hypothesis was to determine the moderating influence of IRC in the negative link between UI and WD. First, as illustrated in Table 5 the findings show a statistically significant negative relationship between IRC and WD ($\beta = -0.157$, $t = 2.280$, $p = 0.011$) which confirmed H5 in the model. Furthermore, Table 5 and Figure 2 substantiated what was predicted, demonstrating that IRC moderated the association between UI and WD ($\beta = -0.153$, $t = 2.251$, $p = 0.005$). The plot analysis proved that the IRC had a negative moderating effect on the link between UI and WD, meaning that this association would be stronger (i.e., more negative) in an organization with a positive IRC. We have thus discovered evidence in favor of H6. Table 5 summarizes the results and shows that all of the study's hypotheses have been proven correct.

Table 5

Result of the full structural model

Hypotheses		Beta	SD	t-value	p-value	findings
H1	UI →WD	-0.274	0.076	3.591	0.000	Supported
H2	UI→ JS	0.414	0.073	5.707	0.000	Supported
H3	JS →WD	-0.225	0.075	3.016	0.001	Supported
H4	UI→JS→WD	-0.093	0.036	2.596	0.005	Supported
H5	IRC→WD	-0.157	0.069	2.280	0.011	Supported
H6	IRC x UI →WD	-0.153	0.068	2.251	0.011	Supported
R ² WD = Q2-WD = 0.087						
0.180						
R ² JS = Q ² -JS = 0.139						
0.171						

Abbreviation: WD, Workplace deviance; UI, Union instrumentality; JS, Job satisfaction; IRC, Industrial relation climate.

Table 6

Mediation analysis result

Total effect (UI →WD)		Direct effect (UI →WD)		Indirect effect of UI on WD					
Coefficient	p-value	Coefficient	p-value	Coefficient	SD	t	p-value	VA	95%CI
-0.368	.000	-0.274	.000	H5: -0.093	0.036	2.59	0.005	42%	-0.26
				UI →JS					2;
				→W					0.02
				D					1

WD, Workplace deviance; UI, Union instrumentality; JS, Job satisfaction.

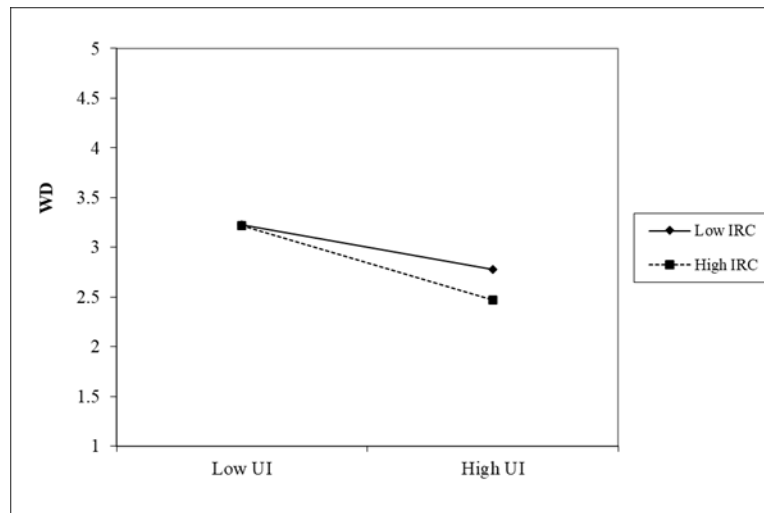


Figure 2: The interaction between UI and IRC in predicting WD. Note. UI = Union instrumentality; IRC = Industrial relation climates; WD = Workplace deviance

Discussions and Conclusion

The purpose of this study is to support the precepts of SET and EVT in explaining deviant behaviour in a unionised setting. Utilising data from the Nigerian polytechnics' academics, our analysis's findings specifically showed the link between perceived UI and workplace misbehaviour. According to the structural model results, there is a strong negative correlation between perceived UI and WD. This suggests that academics in Nigeria are less likely to have a workplace deviant attitude the more the union works to improve the working conditions, salaries, or benefits of its members. This finding supports research by Alexander et al (2019); Erlina and Hakimah (2020), which suggests that union effectiveness positively impacts worker performance. The results provide additional support for the EVT (Freeman, 1980; Hirschman, 1970), which contends that when a union serves as a conduit for conveying employees' grievances at work, mediating between employers and employees, and improving working and employment conditions, it enhances employee perceptions of UI and, as a result, lowers employees' negative intentions such as absenteeism and turnover (Kim, 2019).

Results also indicated a strong and positive link between perceived UI and job happiness, lending credence to H2. This suggests that the level of JS among academics at the institution under consideration is positively correlated with the extent to which unions protect employees against unfair treatment and discretionary acts and the improvement of working conditions, salary, and wage benefits. Similarly, Friedman et al (2006) showed a substantial link between JS and unionisation using a model that has been tested in the United States. Zientara and Kuczyrski (2009) came to a different conclusion when applying the same model to a Polish data set. Moreover, considering a variety of factors, Shan et al (2016) found that most parts of it (Job satisfaction) were adversely connected with unionisation and perceived union instrumentality. Our study's findings also corroborate the propositions of the SET (Cropanzano & Mitchell, 2005) and those of other researchers, including Newman et al. (2019); Saridakis et al (2020); Benitez (2020), who have found that employees who feel their supervisors and unions have their backs are more likely to be satisfied with their jobs. Consequently, this study found a significant inverse association between JS and WD, consistent with other earlier findings. For instance, a comparable survey by Omar et al (2011) on a Malaysian workplace revealed that JS and job stress both predict staff WD, with job stress

and satisfaction having a negative connection. The lack of or delay in advancement, poor management, a lack of work-life balance, and other circumstances are likely to cause academics to operate ineffectively or to fail to work toward the organisation's goals (Shakir & Siddiqui, 2014). These findings from the study suggest that JS and UI both have significant and inverse effects on workplace misbehaviour. Additionally, as anticipated and in line with earlier studies such as Abbasi and Baradari (2020); Newman et al (2019), JS had a mediating role in the link between WD and perceived union instrumentality. This suggests that strong JS should lower the amount of workplace deviation because of perceived organisational support brought on by rising union engagement (Chen et al., 2016).

Our findings further confirm our expectations that a favourable IRC relates negatively to WD and will moderate the hypothesized negative relationship between UI and WD so that the negative relationship will be more assertive in schools with a cooperative union-management industrial climate. The IRC's main and interaction effects were found to be statistically significant. This implies that the union's instrumentality and WD dynamics are influenced by management-union collaboration, in line with the findings of (Newman et al., 2019; Deery et al., 2014). Udeobasi and Uzoh (2020) reiterate the effectiveness of the IRC in espousing the spirit of peaceful relations. The findings further support recent study which suggest that products of a harmonious labour relation like enhanced salary, and good working conditions can negatively influence WD (Ifeoma et al., 2022)

Theoretical Implication

The findings of this study provide a fresh theoretical viewpoint on EVT and SET, as well as a new conception of how to suppress WD in a unionised environment. The perception of organisational support among academics may be influenced by how perceived UI among unionised workers results from a cooperative union-management relationship. JS and reciprocal feelings of positive behaviour toward the organisation, mainly through the mechanism of job satisfaction, may result from these factors. There are very few literary works that examine how labour unions affect WD. The current study thus offers empirical support for the notion that industrial relations and the collective bargaining process are crucial to improving our theoretical comprehension of how to reduce unfavourable workplace behaviours (Kim, 2019).

Practical Implication and Recommendations

The results are helpful for policymakers and management in public higher education institutions in Nigeria, especially in reducing the widespread workplace misconduct among academics. The findings of our study highlight the need for the Nigerian Government and higher institution management to ensure and facilitate a cooperative and favourable IRC and, more importantly, to take labour unions as partners in pro-growth initiatives in light of the seemingly hostile government-labour and union-management relations that are characterised by academic unions of higher education's frequent local and national strike actions (Oladosu, 2022; Yohanna & Diggah, 2022). For instance, the Academic Staff Unions of Nigerian high institutions and the federal government's current hostile industrial relations atmosphere may cause academics to become dissatisfied and give them a reason to engage in workplace misconduct. Government and educational authorities should accede to all sane requests made by labour unions to improve their members' working conditions. In addition, to ensure the WD issue is addressed through labour unions, as discovered by the current

study, industrial relations policies should be reviewed to capture the present realities in Nigerian polytechnic institutions (Otache, 2019).

Limitations and Suggestions for Future Study

Although this study makes some significant contributions, there are some obvious limitations. One of the most striking defects of the current study is its cross-sectional design, which does not allow for causal inferences from the population. Therefore, a longitudinal design must be considered to measure the theoretical constructs at different points to confirm the findings of the present study (Cook et al., 2002). Second, the use snowballing sampling design which may be vulnerable to sampling bias further limit the generalizability of the findings (Berndt, 2020)., future research are encouraged to other more reliable technique (Sekaran & Bougie, 2016). Thirdly, because we only consider the academic staff at federal polytechnics, the generalizability of the results is another limitation of this study. Future studies may examine academic and non-academic union members across Nigeria from federal and state polytechnics.

This study is one of the few earlier studies to explore the effect of IRC on WD using a well-validated measure of WD created by (Bennett and Robinson, 2000). It should be tested in other situations, circumstances, and cultural contexts to increase the model's generalizability. Finally, even if the study shows how perceived UI affects WD, more research is needed to understand its possible threat to organisational commitment, given the apparent dual loyalties among unionised workers. This is because prior studies have shown that perceived UI is positively connected with union commitment (Zacharewicz et al., 2016), while on the other hand, union commitment is negatively correlated with organizational commitment and employee outcome (Dharmika, 2015; Goeddeke & Kammeyer-Mueller, 2010).

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